**LEARNING OUTCOME #4.**

**MAINTAIN INTEGRITY OF CONDUCT IN THE WORKPLACE**

**ASSESSMENT CRITERIA:**

1. Personal behavior and relationships with co-workers and/or clients are demonstrated consistent with ethical standards, policy and guidelines.
2. Work practices are satisfactorily demonstrated and consistent with industry work ethical standards, organizational policy and guidelines.
3. Instructions to co-workers are provided based on ethical lawful and reasonable directives

**CONTENTS:**

* Fundamental rights at work including gender sensitivity
* Human relations
* Interpersonal relations
* Value formation
* Professional code of conduct and ethics

**CONDITION:**

The students/trainees must be provided with the following:

* Writing materials (pens & paper)
* References (books)
* Modules

**METHODOLOGIES:**

* Lecture
* Group discussion
* Written examination
* Role play
* Self-paced (modular) instruction

**ASSESSMENT METHODS:**

* Written exam/test
* Demonstration
* Observation
* Interviews/questioning

**LEARNING EXPERIENCES**

**LEARNING OUTCOMES NO. 4 MAINTAIN INTEGRITY OF CONDUCT IN THE WORKPLACE**

| **Learning Activities** | **Special Instructions** |
| --- | --- |
| Read Information Sheet 3.4-1 Fundamental rights at work including gender sensitivity | If you have some problem on the content of the information sheet don’t hesitate to approach your Trainer.  If you feel that you are now knowledgeable on the content of the information sheet, you can now answer self-check provided in the module. |
| Answer Self-Check 3.4-1 Fundamental rights at work including gender sensitivity | Try to answer the Self-check without looking at the Answer Key  Compare your answer to Answer Key 3.4-1 |
| Read Information Sheet 3.4-2 Human relations | If you have some problem on the content of the information sheet don’t hesitate to approach your Trainer.  If you feel that you are now knowledgeable on the content of the information sheet, you can now answer self-check provided in the module. |
| Answer Self-Check 3.4-2 Human relations | Try to answer the Self-check without looking at the Answer Key  Compare your answer to Answer Key 3.4-1 |
| Read Information Sheet 3.4-3 Interpersonal relations | If you have some problem on the content of the information sheet don’t hesitate to approach your Trainer.  If you feel that you are now knowledgeable on the content of the information sheet, you can now answer self-check provided in the module. |
| Answer Self-Check 3.4-3 Interpersonal relations | Try to answer the Self-check without looking at the Answer Key  Compare your answer to Answer Key 3.4-1 |
| Read Information Sheet 3.4-4 Value formation | If you have some problem on the content of the information sheet don’t hesitate to approach your Trainer.  If you feel that you are now knowledgeable on the content of the information sheet, you can now answer self-check provided in the module. |
| Answer Self-Check 3.4-4 Value formation | Try to answer the Self-check without looking at the Answer Key  Compare your answer to Answer Key 3.4-1 |
| Read Information Sheet 3.4-5 Professional code of conduct and ethics | If you have some problem on the content of the information sheet don’t hesitate to approach your Trainer.  If you feel that you are now knowledgeable on the content of the information sheet, you can now answer self-check provided in the module. |
| Answer Self-Check 3.4-5 Professional code of conduct and ethics | Try to answer the Self-check without looking at the Answer Key  Compare your answer to Answer Key 3.4-1 |

**INFORMATION SHEET 3.4-1**

**FUNDAMENTAL RIGHTS AT WORK INCLUDING GENDER SENSITIVITY**

**Learning Objectives:**

After reading this Information Sheet, you must be able to:

1. Know fundamental principles and rights at work gender equality

**INTRODUCTION**

**GENDER EQUALITY & DECENT WORK**





**WORK AGENDA**

1. **ACCESS TO PRINCIPLES AND RIGHTS**

Priority Gender Issues In Fundamental Principles And Rights At Work

* Employability of women. Ensure equal access to training, to the acquisition of new skills in order to break occupational segregation by sex and enable women to benefit from new technologies.
* The eradication of poverty by addressing both the quantitative and qualitative dimensions of employment opportunities for women. Pay special attention to the vulnerability of women at different stages of the life cycle. And combat trafficking in women and girls.
* Support to wage workers and the self-employed of the informal economy through innovative schemes.
* Support to women in the area of management development and entrepreneurship.
* The vulnerability of women to crises and the need to design specific responses which cater for the different needs of both men and women.

1. **ACCESS TO EMPLOYMENT**

Priority Gender Issues In Employment And Income Generation

* An increasing number of governments have enacted legislation to comply with ILO standards, and in particular Conventions 100 and 111, but the gap between the de jure and the de facto situation of women is persistent. Based on these standards, the ILO calls for formal equality of rights as well as substantive equality.
* The promotion of other international labor standards, such as those concerning maternity protection, workers with family responsibilities, safety and health, part-time workers and homeworkers, and the organization of rural workers has been used by women, both inside and outside the labor market, to gain visibility and exert pressure for change.
* Equal access to productive resources.
* The Declaration of Fundamental Principles and Rights at Work (1998) and its follow-up reinforce the promotion of the fundamental right of gender equality. The gender perspective will be integrated into the follow-up process in reporting and technical cooperation activities.

1. **ACCESS TO SOCIAL PROTECTION**

Priority Gender Issues in Social Protection

* In the current socio-economic context, the primary objective of social protection is to reduce insecurity in the world of work: to ensure safe and decent conditions of work, to prevent poverty and social exclusion, to maintain incomes and ensure adequate access to care and social services for all.
* Find solutions which eliminate discrimination in the application of the basic principles of social security, while extending coverage to those who are now excluded.
* Ensure that the conditions of work are safe, healthy and decent. Occupational safety and health policies to ensure protection for all workers' health, while taking into account the specific needs of each category of workers, both women and men. Of specific interest to women are: maternity protection, the elimination of sexual harassment and violence at the workplace, and improving the work conditions in hazardous industries.
* Develop practical measures to help men and women combine paid employment and care work and to support the access of women to paid work.
* To improve the governance and efficiency of social security systems. Every worker needs a minimum level of social and income security, yet conventional social security schemes have tended to penalize women. It is necessary to strengthen social protection mechanisms that promote equality between men and women both at home and in the labor market.

1. **ACCESS TO SOCIAL DIALOGUE**

Priority Gender Issues in Social Dialogue

* Make gender equality issues visible on the agenda of social dialogue and that of tripartite institutions - governments, employers' organizations and trade unions.
* Mainstream gender in the work of labor ministries, government agencies, employers' organizations and trade unions.
* Outreach by the social partners to the informal sector, small enterprises and precarious workers to extend their representation. Build alliances with relevant women's organizations around programs to promote gender equality
* Gender balance in membership and in leadership and representation functions of the social partners.

**INFORMATION SHEET 3.4-2**

**HUMAN RELATIONS THEORY OF ORGANIZATIONS**

Learning Objectives:

After reading this Information Sheet, you must be able to:

1. Define the human relation theory

**INTRODUCTION**

**Human Relations Theory**

Human relations are the analysis of people's issues that

arise due to interpersonal and organizational relationships.

In the business world, human relations are a critical part

of organizational success; an organization may have a

wonderful business plan, but without employees to carry

out that plan, it is worthless.

It's often said that a happy employee is a more productive

employee. Nothing proves this more than the history of the

human relations movement in management.

The human relations theory was established by Elton Mayo, an Australian psychologist. He conducted a series of experiments at the Hawthorne plants in the 1920s (now aptly named the Hawthorne Experiment or the Hawthorne Studies).

At the time, the prevailing management approach was something called Taylorism, where workers were viewed as machines. However, following a series of experiments on the employees of the Hawthorne plants, Mayo had different ideas.

He altered different elements of the work environment, like the level of lighting. But, what he found surprised him.

The gist of his theory is that social factors—think things like job satisfaction, a sense of belonging, and inclusion in decision-making—had a huge impact on people’s productivity and work performance. Those were the real motivators for workers, and not the environmental factors (like lighting) he had set out to study.

He concluded that workers weren’t machines, but individuals who had unique preferences. Thus, the human relations theory was born. The theory covers a lot, but as Jeffrey A. Sonnenfeld noted in his own report, it can be boiled down to five main conclusions:

* Humans are complex, and their work behaviors are influenced by a variety of factors
* Workers are influenced by the norms their primary work group establishes
* The social structure of these work groups are maintained by job-related symbols of power
* Managers should understand the unique needs of workers, rather than assuming a one-size-fits-all approach
* Employees will be more open to changes if you give them the opportunity to participate

In, short, the factors that most impact a worker’s performance are more psychological than anything. People are social beings, and their workplace is a social system on its own.

**The Good and the Bad of the Human Relations Theory**

That sounds a lot like how effective organizations are managed today, right? This theory caused a major shift in how organizations were run, and most businesses still incorporate aspects of this movement.

But, much like anything, it isn’t without its criticisms. Let’s take a look at some of the benefits and drawbacks of the human relations theory.

**Advantages of the Human Relations Theory**

It makes sense that treating an employee as a unique individual would offer some advantages. And it’s true that this theory has some pretty big perks for employers, including:

* **Greater engagement**:

When employees feel valued, they’re more engaged in their work and invested in their employers.

* **Boosted productivity**:

Because employees have greater commitment to their organizations, they work harder. In fact, research says that an engaged workforce can boost productivity by as much as 21%.

* **Improved retention**:

All of this means employees are more likely to stick around for the long haul. A survey of over 50,000 employees found that engaged employees are 87% less likely to leave a company.

**Criticisms of the Human Relations Theory**

While the human relations theory did place more emphasis on positive treatment of employees than most previous management models, critics argued that it was still another way to manipulate workers in the interest of increasing their output.

Additionally, others maintain that the Hawthorne Experiments themselves were unscientific and couldn’t provide any real, tangible conclusions.

This theory is also criticized as being somewhat narrow-sighted, as it didn’t account for broader social, economic, and technological factors. Peter Drucker, one of the most well-known management thought leaders, said that the experiments focused solely on interpersonal relations without any consideration for the nature of the work itself.

**How to Put the Human Relations Theory into Action**

Despite the fact that it’s not without its naysayers, the human relations theory does still have merit in the modern workplace. But, how can you actually put it into practice in your own work environment? Here are five different strategies.

1. **Provide Context Around Tasks**

Employees want to see the value in their work. In fact, a whopping nine of 10 people are willing to earn less money if it means they can do work that’s more meaningful to them.

But, it’s hard for your employees to extract a sense of fulfillment from their tasks if they have zero visibility into the bigger picture.

Help them zoom out by providing adequate context around their responsibilities. What does that assignment accomplish for the broader organization? Why does their work matter?

You’ll empower your employees to feel less like a machine required to crank out a specific task, and more like a vital and valued member of your team and overall company.

1. **Collect Feedback From Employees**

Your employees likely have a lot of ideas about things you could improve at work—but you have to listen to them. Unfortunately, 34% of employees worldwide say that their companies don’t listen to their suggestions.

The human relations theory requires that you involve employees in decisions, and also that you actively solicit their feedback.

But here’s the important thing to remember: If you gather feedback and never act on it, that will only breed more frustration. Ask Gallup explains, “Employees doubt the motives of managers who ask for their opinions, then don't do anything with them. Employees expect and need resolution, and one of the best ways to do this is through action planning.”

1. **Understand Employees As Unique Individuals**

Remember that one of the core tenets of the human relations theory is that there isn’t a one-size-fits- all approach to management. Your employees are individuals, and managers need to understand their unique preferences and perspectives.

One of the best ways to do that is to complete an assessment like Fingerprint for Success. You’ll get detailed information about the different motivations and work styles on your team.

You’ll be able to tailor your management style accordingly, match tasks and projects to your team members’ strengths, and deliver messages and feedback in a way that resonates with each of them individually.

1. **Offer Adequate Praise And Recognition**

How motivated would you be to continue to produce if you felt like your hard work was never recognized or celebrated? Your motivation would quickly wane, wouldn’t it?

Your employees crave recognition. 69% of employees say they would work harder if their efforts were better recognized.

Keep in mind that this is another area where individualization matters. As Gallup’s data concluded, “The most effective recognition is honest, authentic and individualized to how each employee wants to be recognized.”

If you aren’t sure how employees prefer to receive praise, ask them. Do they like to receive positive feedback in front of the team? Individually in a one-on-one meeting? Via writing? What types of rewards and incentives are most meaningful to them?

That information will help you implement employee appreciation in a way that’s especially personalized and impactful.

1. **Leave Time For Relationships And Bonding**

The human relations theory emphasizes the importance of social structures at work, and that workers will often follow the norms and rules that are set by their team.

Think about it: Your work team probably has a lot of unspoken standards about how you act in meetings or what’s considered a solid day’s work.

But beyond those expectations for how they get their work accomplished, your employees also value the bonds they share with the people they work with. One survey found that 55% of employees said their work relationships were “very to extremely important” to their quality of life.

Make sure you’re encouraging these relationships and this level of connectedness. Even something as simple as dedicating a few moments at the beginning or end of team meetings for social catch ups will give your employees necessary time to connect on a more personal level.

**Your Employees Are Humans, Not Machines**

Work environments are all different, but there’s no denying that some of the most successful ones treat their employees as individuals. They make sure to:

* Show employees the value of their work by providing context around tasks
* Collect and act on feedback from employees
* Understand their employees’ unique preferences and approaches
* Provide praise and recognition for hard work
* Dedicate time to support social bonds between employees

Today, those might sound like fundamentals of management. But, they weren’t always. When Elton Mayo drew these conclusions of the human relations theory, these were actually considered quite groundbreaking. They contradicted previous management concepts that viewed employees as productivity machines.

Use this as your guide to understand the fundamentals of the human relations theory and implement these strategies within your own team. They’ll help you build a positive culture where your employees feel valued and supported—and not like another cog in a wheel.

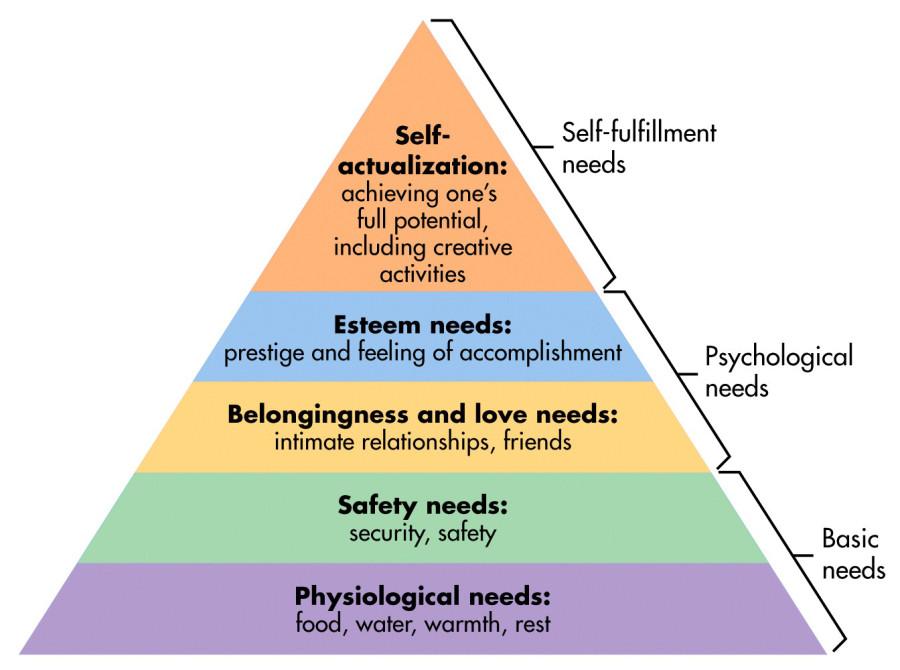
**Maslow's Hierarchy of Needs**



Maslow's hierarchy of needs is a motivational theory in psychology comprising a five-tier model of human needs, often depicted as hierarchical levels within a pyramid.

From the bottom of the hierarchy upwards, the needs are: ***physiological*** (food and clothing), ***safety*** (job security), ***love and belonging needs*** (friendship), ***esteem****,* and ***self-actualization.***

Needs lower down in the hierarchy must be satisfied before individuals can attend to needs higher up.



The original hierarchy of needs five-stage model includes:

Maslow (1943, 1954) stated that people are motivated to achieve certain needs and that some needs take precedence over others.

Our most basic need is for physical survival, and this will be the first thing that motivates our behavior. Once that level is fulfilled the next level up is what motivates us, and so on.

1. **Physiological needs** - these are biological requirements for human survival, e.g. air, food, drink, shelter, clothing, warmth, sex, sleep.

If these needs are not satisfied the human body cannot function optimally. Maslow considered physiological needs the most important as all the other needs become secondary until these needs are met.

1. **Safety needs** - once an individual’s physiological needs are satisfied, the needs for security and safety become salient. People want to experience order, predictability and control in their lives. These needs can be fulfilled by the family and society (e.g. police, schools, business and medical care).

For example, emotional security, financial security (e.g. employment, social welfare), law and order, freedom from fear, social stability, property, health and wellbeing (e.g. safety against accidents and injury).

1. **Love and belongingness needs** - after physiological and safety needs have been fulfilled, the third level of human needs is social and involves feelings of belongingness. Belongingness, refers to a human emotional need for interpersonal relationships, affiliating, connectedness, and being part of a group.

Examples of belongingness needs include friendship, intimacy, trust, and acceptance, receiving and giving affection, and love.

1. **Esteem needs** are the fourth level in Maslow’s hierarchy and include self-worth, accomplishment and respect. Maslow classified esteem needs into two categories:
2. esteem for oneself (dignity, achievement, mastery, independence) and
3. the desire for reputation or respect from others (e.g., status, prestige).

Maslow indicated that the need for respect or reputation is most important for children and adolescents and precedes real self-esteem or dignity.

1. **Self-actualization needs** are the highest level in Maslow's hierarchy, and refer to the realization of a person's potential, self-fulfillment, seeking personal growth and peak experiences. Maslow (1943) describes this level as the desire to accomplish everything that one can, to become the most that one can be.

Individuals may perceive or focus on this need very specifically. For example, one individual may have a strong desire to become an ideal parent. In another, the desire may be expressed economically, academically or athletically. For others, it may be expressed creatively, in paintings, pictures, or inventions.

**INFORMATION SHEET 3.3-4**

**INTERPERSONAL RELATIONSHIPS**

Learning Objectives:

After reading this Information Sheet, you must be able:

1. Define interpersonal relationships and its benefits
2. Understand the qualities of good & bad relationships
3. Types of interpersonal relationships

**INTRODUCTION**

**INTERPERSONAL RELATIONSHIPS**

Close relationships are sometimes called interpersonal relationships. The closest relationships are most often found with family and a small circle of best friends.

Interpersonal relationships require the most effort to nurture and maintain. These are also the relationships that give you the most joy and satisfaction.

An interpersonal relationship is an association between two or more people that may range from fleeting to enduring. This association may be based on inference, love, solidarity, regular business interactions, or some other type of social commitment. Interpersonal relationships are formed in the context of social, cultural and other influences.

The context can vary from family or kinship relations, friendship, and marriage, relations with associates, work, clubs, neighborhoods, and places of worship. They may be regulated by law, custom, or mutual agreement, and are the basis of social groups and society as a whole.

A relationship is normally viewed as a connection between individuals, such as a romantic or intimate relationship, or a parent–child relationship. Individuals can also have relationships with groups of people, such as the relation between a pastor and his congregation, an uncle and a family, or a mayor and a town.

Finally, groups or even nations may have relations with each other. When in a healthy relationship, happiness is shown and the relationship is now a priority.

Interpersonal relationships are dynamic systems that change continuously during their existence. Like living organisms, relationships have a beginning, a lifespan, and an end. They grow and improve gradually, as people get to know each other and become closer emotionally, or they gradually deteriorate as people drift apart, move on with their lives, and form new relationships with others.

**Why Do We Establish Relationships?**

From the moment of birth, human beings depend on others to satisfy their basic needs. Through this, children come to associate close personal contact with the satisfaction of basic needs. Later in life, we continue to seek personal contact for the same reason, even though we know we are capable of filling our own needs without relying on others for survival.

Also, being around others becomes a habit and the basic physical needs of infancy expand to include emotional and social needs as well. These can include the needs for praise, respect, affection, love, achievement, and so on. It is these needs which are acquired through social learning that motivate us as humans to seek relationships with people who can satisfy our needs throughout our lives.

**Benefits of Satisfying Relationships**

Good relationships require management, effort, and attention, but the investment pays off in many ways. Special bonds with other people are important for both mental and physical health.

Research supports the idea that if we have strong, caring relationships with others, we are more likely to be healthy and live longer. Satisfying relationships with family and friends promote career success and we feel more protected as well as happy.

Poor relations, on the other hand, may promote depression, drug abuse, weight problems, and other mental health problems.

**Qualities of Good & Bad Relationships**

Some qualities of a good relationship may be evident from the moment we meet a person. Other traits develop along with the relationship, giving the relationship strength and stability.

These are some of the common characteristics of a good relationship:

1. **Rapport**: where you feel comfortable or at ease with the other person. This can be automatic or it could take time to develop.
2. **Empathy:** refers to the ability to see the world through another person’s eyes, understanding his/her feelings and actions.
3. **Trust**: means that you can depend on the other person. When you trust another person you expect acceptance and support from him/her.
4. **Respect**: involves accepting and appreciating the other person for who he/she is.
5. **Mental Expectations**: are seen as relationships grow; partners should have the same mutual expectations for it. The relationship should be headed toward the same purpose or goals for both people.
6. **Flexibility:** good relationships are flexible and can adapt to change. Circumstances change and you can’t always carry through on plans you have made together. You sometimes have to make compromises and reassess your goals.
7. **Uniqueness:** the relationship stands out or is in some way special or different.
8. **Irreplaceability**: each interpersonal relationship is as unique as the people in them and can never be recreated.
9. **Interdependence**: the other person’s life concerns affects you.
10. **Self-Disclosure**: in an interpersonal relationship people share and entrust private information about themselves
11. **Honesty & Accountability**: communicating openly and truthfully, admitting mistakes or being wrong, and accepting responsibility for one’s self.

**Qualities of Bad Relationships**

1. **Avoidance**: People in unhealthy relationships simply avoids facing reality. They become distant and will miss several occasions because they don’t feel the need to be there.
2. **Burnout:** A relationship is at a low point or “burnout”, it might make one of them feel trapped, tired, helpless, depressed or let down.
3. **Compatibility issues**: Incompatibility will make the relationship unhealthy, because you’re not compatible, constant negativity will hinder intimacy. This will lead to sad relationships in constant conflict.
4. **Devotional void:** A lack of commitment can make for unhealthy relationships. Ex: when you treat your spouse as a roommate or friend, this doesn’t necessarily mean you have to be in love 24/7.
5. **Enthusiasm Dwindles**: if a relationship isn’t spontaneous and becomes predictable it itself wil not be as exciting as it used to be.
6. **Forgiveness Void**: Those unwilling or unable to forgive are expected to have unhealthy relationships in the future
7. **Just Say Yes:** Those that feel that they can’t say no to drawing boundaries and sustain limits will make their spouse less of a priority

**Types of Interpersonal Relationships**

We define types of interpersonal relationships in terms of relational contexts of interaction and the types of expectations that communicators have of one another.

| **Friendship** | Theories of friendship emphasize the concept of friendship as a freely chosen association |
| --- | --- |
| **Family** | Family communication patterns establish roles, identities and enable the growth of individuals. Family dysfunction may also be exhibited by communication patterns. |
| **Romantic** | Romantic relationships are defined in terms of the concepts of passion, intimacy and commitment. |
| **Professional** | Professional communication encompasses small group communication and interviewing. |

In an attempt to understand why people form relationships a number of theories have been formed. These include:

* Attachment/Affiliation Theory
* Confirming and Valuing Relationship Theory
* Social Exchange Theory
* Equity Theory
* Minding Relationships Theory
* Systems Theory

**PHASES OF INTERPERSONAL RELATIONSHIPS**

Identified four sequential phases in the interpersonal relationship:

* 1. Orientation 2. Identification 3. Exploitation 4. Resolution

**Systems Theory**

The holistic behind the General System Theory (Von Bertallanfy, 1968) created a stir in the sciences because they challenged conventional, linear cause and effect thinking and replaced it with process thinking, which acknowledges life’s interconnections and cycles. Von Bertallanfy’s idea had an immense impact on the natural sciences through the concept of ecosystems, challenging scientists to look at the balance of interactions between all of the elements of an area, soil, water, air, plants, animals, and humans to see what works for optimum survival and health.

**Systems Theory Levels:**

Attachment/Affiliation Theory

People are generally social animals, they seek the company of others. People are meant to feel secure when a certain person is present, and to feel anxious when that person is absent. This desire for human contact can be thought of as a two-pronged need; the need for attachment and the need for affiliation. These are two distinct, yet interrelated needs.

* Attachment: the need to form special close relationships
* Affiliation: the need to be with other people in general – a sense of belonging to a larger group.

**Attachment of children to caregivers**:

Children develop different styles of attachment based on their past experiences and interactions with their caregivers. Four different attachment styles have been identified in children: secure, anxious-ambivalent, anxious-avoidant, and disorganized. This theory has become the dominant theory today when studying infant and toddler behavior. Attachments with caregivers early in life are crucial for healthy development since they act as templates for later relationships.

**Attachment in adult romantic relationships**:

This theory was extended to adult romantic relationships in the late 1980’s. Four attachment styles have been identified in adults: secure, anxious-preoccupied, dismissive-avoidant, and fearful-avoidant. Investigators have explored the organization and stability of mental working models that underlie these attachment styles.

**Confirming and Valuing Relationship Theory**

Research indicates that human beings need company most when they are afraid, anxious, or unsure of themselves and want to compare their feelings with those of others. Relationships help people to confirm and validate their ideas and feelings as well as to value themselves. Social science research indicates that confirming and valuing happens in three stages. The confirming and valuing theory happens in three stages:

* Recognition: the physical presence of the other person is recognized.
* Acknowledgment: interest is shown in the ideas and feelings of the other person.
* Endorsement: both people agree to the relationship and encourages ideas

Can you think of a relationship with another person who consistently recognizes you, acknowledges you and endorses your feelings and ideas? How important is this relationship to you?

Example: the brothers off of Stepbrothers realize that they will be brothers which is recognition, when they start talking about things they both enjoy that is acknowledgment, when they decide that they have just become **BEST FRIENDS** that is the endorsement stage.

**Social Exchange Theory**

The rewards of a relationship (or outcomes a person derives) must be greater than, or at least equal to, the investment costs of the relationship. Rewards can be love, status, information, money, goods, services and so on. The following formula captures the essence of the social exchange theory.

According to the social exchange theory, a person seeks to form and maintain those relationships that give the most rewards for the least costs.

Example: the pay a prostitute gets minus the emotional cost could equal a good outcome for he/she if the pay is great enough and/or the emotions are not there. But on the other hand, it could also equal a bad outcome if he/she doesn’t get paid what was agreed upon, and/or there is a bunch of emotional baggage after the session is over.

**Equity Theory**

The equity theory is basically a more complex version of the social exchange theory. Some social science researchers believe that people are not solely motivated by the need to achieve a positive balance sheet in their relationships. Equity theory explains that people are also concerned about equity in their relationships. In other words, they believe that the rewards and costs they experience in a relationship should be roughly equal to the rewards and costs experienced by their relationship partner. While the rewards and costs may vary in kind, they are roughly equivalent in their value to the individuals involved. The essence of the equity theory may be illustrated by the following formula:

Example: when in a relationship and all the work, time, money and feelings are equal to what your partner is putting into a relationship that is the equity theory.

Example: if you are always the one buying everything and making sure everything is working and running smoothly in your relationship when your partner does nothing for you ever, then you two are not equal because on one side you add so much cost and get very little rewards and your partner gets lots of rewards and submits no cost.

**Minding Relationships Theory**

The mindfulness theory of relationships shows how closeness in relationships may be enhanced. Minding is the “reciprocal knowing process involving the nonstop, interrelated thoughts, feelings, and behaviors of persons in a relationship.” Five components of “minding” include:

* Knowing and being known: seeking to understand the partner and be understood
* Making relationship-enhancing attributions for behaviors: giving the benefit of the doubt
* Accepting and respecting: empathy and social skills
* Maintaining reciprocity: active participation in relationship enhancement
* Continuity in minding: persisting in mindfulness

Example: you are out one night with your significant other, and just by the look on their face and their body language, you can tell that they want to go home and so do you.

**STAGE’S OF RELATIONSHIP FORMATION**

Many psychologists believe that relationships are *formed*, *maintained*, and *end in a series of observable and definable stages.* The number of stages, the names given to various stages, and the descriptions of stages vary from researcher to researcher.

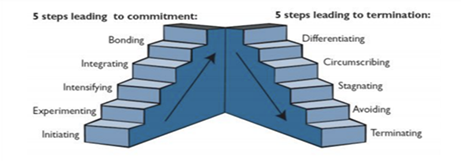
**Murstein**, for example, has a three-stage model**, Levenger** proposes a five-stage model and **Knapp** breaks down the rise and fall of relationships into ten stages.

The currently most widely accepted model was developed by Mark Knapp in 1998. The stages can broadly apply to all relationships. They are especially descriptive of intimate, romantic relationships, and of close friendships.

**KNAPP’S MODEL OF RELATIONAL STAGES**

1. Initiating: expressing interest in making contact and showing that you are the kind of person worth getting to know.
2. Experimenting: the process of getting to know others and gaining more information about them.
3. Intensifying: an interpersonal relationship is now beginning to emerge. Feelings about the other person are now openly expressed, forms of address become more familiar, commitment is now openly expressed, and the parties begin to see themselves as “we” instead of separate individuals.
4. Integrating: identification as a social unit. Social circles merge. Partners develop unique, ritualistic ways of behaving. Obligation to the other person increases. Some personal characteristics are replaced and we become different people.
5. Bonding: the two people make symbolic public gestures to show society that their relationship exists (rings, friendship bracelets, gifts, commitment).
6. Differentiating: the need to re-establish separate identities begins to emerge. The key to successful differentiation is maintaining a commitment to the relationship while creating the space for autonomy and individuality.
7. Circumscribing: communication between the partners decreases in quantity and quality. It involves a certain amount of shrinking of interest and commitment.
8. Stagnating: no growth occurs. Partners behave toward each other in old, familiar ways without much feeling.
9. Avoiding: the creation of physical, mental, and emotional distance between the partners.
10. Termination: in romantic relationships the best predictor of whether the two people will now become friends is whether they were friends before their emotional involvement.

The illustration below shows how the ten stages can be grouped into three overlapping and integrated phases: the Coming Together phase, the Relational Maintenance phase, and the Coming Apart phase.





**Process Models of Relationship Development**

Psychologists who agree with the process models of relationship development point out that people grapple with the same kinds of challenges, whether a relationship is relatively new or already well established. Process Models suggest that the key to successful relationships lies in finding a balance between opposing or incompatible forces that function simultaneously in our lives. Theorists call these conflicting forces dialectical tensions. Three powerful dialectal tensions that are inherent in the majority

of relationships include the following:

* Connection versus Autonomy – the conflicting desires for connection with another person and independence
* Predictability versus Novelty – stability is an important need in relationships, but too much of it can lead to feelings of staleness
* Openness versus Privacy – along with the drive for intimacy, we have an equally important need to maintain some space from others

Rules help to establish a balance between dialectical forces. Rules here can be defined as shared opinions or beliefs about what should or should not be done in the relationship. Rules vary with the particular types of relationships. Because relationships are unique, they may have a set of common rules and a set of unique rules that guide behavior.

Examples of common rules that apply in all or most relationships are: respect for privacy, honesty, confidences, and emotional support. These rules can change in severity depending on the morals, beliefs and views of the people in the relationship.

Particular types of relationships such as a lawyer/client relationship require additional rules like making appointments for consultation, payment for services, and so on. Rules provide checks and balances that help maintain satisfying relationships. Violating the rules may put the relationship in jeopardy.

**Seven (7) Essential Skills to Building Strong Relationships**

1. **Relax Optimistically**

If you are comfortable around others, they will feel comfortable around you. If you appear nervous, others will sense it and withdraw. If you are meeting someone for the first time, brighten up as if you’ve rediscovered a long-lost friend. A smile will always be the most powerful builder of rapport. Communicating with relaxed optimism, energy and enthusiasm will provide a strong foundation for lasting relationships.

1. **Listen Deeply**

Powerful listening goes beyond hearing words and messages; it connects us emotionally with our communication partner. Listen to what the person is not saying as well as to what he or she is saying. Focus intently and listen to the messages conveyed behind and between words.

Listen also with your eyes and heart. Notice facial expressions and body postures, but see beneath the surface of visible behaviors. Feel the range of emotions conveyed by tone of voice and rhythm of speech. Discern what the person wants you to hear and also what they want you to feel.

1. **Feel Empathetically**

Empathy is the foundation of good two-way communication. Being empathetic is seeing from another person’s perspective regardless of your opinion or belief. Treat their mistakes as you would want them to treat your mistakes. Let the individual know that you are concerned with the mistake, and that you still respect them as a person. Share their excitement in times of victory, and offer encouragement in times of difficulty. Genuine feelings of empathy will strengthen the bond of trust.

1. **Respond Carefully**

Choose emotions and words wisely. Measure your emotions according to the person’s moods and needs. Words can build or destroy trust. They differ in shades of meaning, intensity, and impact. What did you learn when listening deeply to the other individual?

Reflect your interpretation of the person’s message back to them. Validate your understanding of their message. Compliment the person for the wisdom and insights they’ve shared with you. This shows appreciation and encourages further dialogs with the individual. A response can be encouraging or discouraging.

If you consider in advance the impact of your emotions and words, you will create a positive impact on your relationships.

1. **Synchronize Cooperatively**

When people synchronize their watches, they insure that their individual actions will occur on time to produce an intended outcome. Relationships require ongoing cooperative action to survive and thrive.

As relationships mature, the needs and values of the individuals and relationship will change. Career relationships will require the flexibility to meet changing schedules and new project goals. Cooperative actions provide synchrony and build trusting alliances. They are part of the give and take that empowers strong, enduring relationships.

1. **Act Authentically**

Acting authentically means acting with integrity. It means living in harmony with your values. Be yourself when you are with someone else. Drop acts that create false appearances and false security.

When you act authentically, you are honest with yourself and others. You say what you will do, and do what you say. Ask for what you want in all areas of your relationships. Be clear about what you will tolerate. Find out what your relationship partners want also. Being authentic creates mutual trust and respect.

1. **Acknowledge Generously**

Look for and accentuate the positive qualities in others. Humbly acknowledge the difference that people make to your life. Validate them by expressing your appreciation for their life and their contributions. If you let someone know that they are valuable and special, they will not forget you. Showing gratitude and encouragement by words and actions will strengthen the bonds of any relationship.

Don’t forget to acknowledge your most important relationship: the relationship with yourself. Acknowledge your own qualities, and put those qualities into action. You cannot form a stronger relationship with others than you have with yourself. You will attract the qualities in others that are already within you.

Ask yourself: What thoughts and behaviors will attract the kind of relationships I desire? What is one action I could take today that would empower my current relationships?

Write down all the qualities or behaviors that you desire for your relationships. Select the power skills that will attract those qualities. Keep a journal of the actions you take and the progress you make.

By turning these skills into lifelong habits, you will build relationships that are healthy, strong and mutually rewarding.

**INFORMATION SHEET 3.4-5**

**MAINTAIN INTEGRITY OF CONDUCT IN THE WORKPLACE**

**Learning Objectives:**

After reading this Information Sheet, you must be able to:

1. Define integrity in workplace

**INTRODUCTION**

**INTEGRITY IN WORKPLACE**

**What Is Integrity**?

Integrity is the act of behaving in an ethical, moral, honest and honorable way – even when you know no one is watching.

If a manager runs out to the shop and leaves an employee in the office, they trust that that employee will continue with their work whether they are being supervised or not.

An employee, who starts playing games on their phone as soon as the manager has left, is not showing integrity.

The word *‘integrity’* doesn’t feature heavily in job descriptions, but it is a quality that every employer looks for in an employee.

In many cases it is implied – an employer assumes the person applying for the job is honest and trustworthy, so it should not need to be specified in the personal specifications required for the position.

However, many of the words you see frequently in job descriptions are values that contribute to a person having integrity.

Integrity is about more than simply trusting an employee. An individual with integrity lives their life in a moral and ethical manner, they have good interpersonal skills and the core values they hold extend to their professional life as well.

Employees who do not exhibit traits of integrity can be toxic to workplace culture and therefore a company’s productivity. Where integrity does not exist, there is often corruption.

**What Key Traits Might a Person With Integrity Have**?

Below are some examples of integrity and the traits a person with integrity has.

Many of them are important interpersonal skills to show.

A person with integrity will:

| * Be thoughtful of others | * Be honest |
| --- | --- |
| * Be dependable | * Be respectful |
| * Be responsible | * Be hardworking |
| * Be reliable | * Have sound judgment |
| * Have good ethics | * Have good morals |
| * Be patient | * Be helpful |
| * Be self-aware | * Do the right thing |
| * Be trustworthy | * Be gracious |

**Why Is Integrity Important in the Workplace?**

No employer wants a dishonest employee, but the reasons for seeking an individual with integrity go far deeper than simply wanting a workforce that is not deceitful.

Integrity in a working environment helps create a positive culture where staff work well together, trust each other, have respect, can depend on each other and are compassionate.

This working culture is conducive to a motivated, happy workforce that will typically be more productive than a workforce where integrity is lacking.

Integrity in the workplace helps foster an ethical approach to internal decision-making. A company that has loyal, trustworthy staff is likely to put their wellbeing first.

An employer with a workforce comprising individuals who have integrity can trust that their staff will work to the best of their ability and put in the hours without being supervised. They should be able to rest safe in the knowledge that employees will not cheat, lie or cut corners.

By hiring employees with integrity, a company can create a more robust framework that forms the foundations of a business that provides a quality service and has a good reputation. Clients, vendors and customers will know that the company is honorable and will not seek to take advantage of them.

Regards of level, whether an intern or a CEO, it is important to show integrity at work.

As an employee in an entry-level position, integrity is vital to maintaining a successful employee-employer relationship. It also helps make you a valued member of the team and a person people feel they can approach and depend on.

Those in a senior position or position of power should demonstrate integrity in all aspects of their work to set a good example to those who look up to them and are learning from them.

As an employer, it is vital to show integrity to maintain a positive relationship with employees.

Being honest about proposed changes to the business or possible layoffs, for example, may mean a difficult conversation in the short term, but long term, this transparency helps build trust with employees and a positive working environment.

If an organization has dishonest employees who do not follow the company’s policies (for example, working day timings, dress code, break length) and are not trustworthy, these internal problems will very likely show externally, causing issues with retaining clients and maintaining a positive reputation.

**10 Examples of Integrity in the Workplace**

1. **Show up on Time and Work Your Hours**

Getting to work on time shows that you are respectful of the company and your duties.

The agreement between you and your employer is that you are ready to work from a certain time or within a certain time frame.

The employer trusts you to do this and be honest about occasions where you did not make it in on time. Therefore, if you ignore that agreement, you are not acting with integrity.

Example: You show up late every day – but it is only by ten minutes, so you think that it does not matter. Over time, your colleagues consider that if you can come in 10 minutes late, so can they – some of them push it to 20 minutes. Your colleagues start to push the boundaries further in other areas of work, leaving 10 minutes early at the end of the day and taking longer breaks.

What started as a simple bending of the rules leads to a significant decrease in production levels and negatively impacts motivation.

1. **Be Ready to Do Work**

Demonstrating that you are willing to get your hands dirty, rather than purely delegating and shouting orders from the sidelines, shows integrity.

Employees with integrity support their colleagues and go beyond the call of duty to help others.

Example: You are responsible for getting advertising in for a magazine. The deadline has been reached so all of your advert copy is in and signed off. The production team is visibly stressed by the amount of work they have to do to get the magazine to the printers on time.

Sitting back and taking the view that your part of the job is done so you can relax does not show integrity. Instead, ask how you can help, even in minor ways like making coffee and getting snacks, to keep the team motivated.

1. **Do Not Make Promises You Cannot Keep** (and Keep the Ones You Do)

Whilst it is tempting to say you can do something, perhaps to impress someone, your colleagues and employer will trust and respect you far more if you only promise to do things which you know you can and will do.

Example: You say that you will be able to collect props for your theatre company’s production. The props are plants that are being loaned so you must get them on the day of the show. On the day of the show, you ask to borrow your friend’s car and, unfortunately, they need it – you have no way of collecting the props.

If you knew that arranging transport could be an issue because you did not have reliable transport, you should never have promised to collect the props. The team will respect and trust you far more if you explain in the first place that whilst you would love to help and may be able to, they should not rely on you to do so as you may not have the transport.

1. **Be Honest About Your Shortcomings**

Honesty is the best policy when it comes to your capabilities at work. If you cannot do something, do not pretend you can.

Covering up your inability to fulfill a task could impact relationships with your colleagues and prevent them from trusting you. It can also affect productivity – you might be spending a long time on something you struggle with when you could be working on something else.

Example: You are responsible for managing the budget for a large event. Budgets are not your strong point and a few months into the planning you feel like you have lost control. You could push on to save face, hoping that things will be ok, or you could tell your manager and team the situation and ask for help, ensuring that things will work out.

By alerting your employer and team to the fact that you are not comfortable with what you are doing, they can support you. It is far better to be honest in the short term rather than carry on and create a disaster that your colleagues will all be affected by.

1. **Deal With Conflict Professionally**

Conflict in the workplace is common – personalities clash and one person’s ideas differ from another’s.

Show integrity by dealing with conflict in a professional manner that does not let the issue become personal. Listen, take the other person’s comments on board and be respectful.

Example: A colleague believes their idea is better than yours and things get heated. You should remain calm and respectful, keeping your comments constructive. Do not get personal (‘I seem to remember you got a written warning last time you tried to be creative’) and do not raise your voice or make hand gestures. Only engage with the ideas presented, not the person presenting them.

1. **Take Responsibility for Your Actions**

Covering up your wrongdoings could make you seem untrustworthy. Admitting your mistakes and taking responsibility shows integrity.

Not everyone is perfect all of the time; it is better to demonstrate your ability to own up rather than passing the blame or trying to cover something up.

Covering something up with a small lie can lead to you having to tell more and more lies; eventually, you will be confused with your own story and be caught out. If this happens, it can damage your relationship with your employer and colleagues.

Example: You were supposed to tell the bottled water company that you have enough water for the office this month and do not need a delivery, but you forgot and a delivery driver has turned up with 10 full bottles. Your boss wants answers as to why the order was not canceled.

It can be difficult to own up to something when the person is so angry about the situation, but rather than passing the blame onto someone else or accusing the water company of making a mistake on their end, it is better to be honest and take responsibility for the fact you forgot to pass on the message.

This way, your boss will know they can trust what you say and that you will not lie to their face.

1. **Uphold Confidentiality**

It can be tempting to share something confidential to shed light on a situation or feel empowered, but upholding confidentiality is a critical part of being a trusted employee or employer.

Example: Your boss tells you confidentially that a member of your team will not be in for a month because they have had a cancer diagnosis. He asks that you do not break confidentiality by passing the information on. In the canteen, you overhear your colleagues speculating that the employee must be off because he has a new girlfriend and wants to spend time with her.

Regardless of how tempting it is to stick up for the employee and let your colleagues know the truth, the matter has been kept confidential for a reason and breaking that confidentiality will mean breaking the trust that exists between you and your employer and your coworker and your employer.

1. **Set a Good Example and Lead by Example**

Regardless of your position and status in the company, you should set a good example to those around you.

Those who lead by example set a standard for behavior and have a responsibility to the company not to let their standards slip, as others will follow.

Example: A colleague keeps going outside to make phone calls, uses the printer for personal documents unrelated to work and puts personal items on expenses. Those around them, seeing the person getting away with doing these things, may not consciously decide to break the rules but they may start to let their values slip considering it ‘just one personal document to be printed’ or deciding to make the phone call during work time, rather than waiting until after work.

The colleague here is setting a bad example – other coworkers are following their lead and overall standards are slipping.

1. **Be Accountable**

Integrity is about supporting the people around you and being self-aware. It is easy to focus on your own work, leave when it is finished and block out everything going on around you. But being accountable means accepting responsibility for producing positive results.

By isolating yourself and not working as part of the team, only doing exactly what is asked of you, you give the impression that you do not care whether there is a good or bad outcome to the overall situation and will not help others achieve the common positive goal.

Example: You are going away on holiday and will be away when a report, which you are usually responsible for submitting, is due. Rather than leaving your colleagues to piece together something they know little about, you spend time before you go on holiday talking a colleague through the process so that at least one other person understands how to complete the task.

Therefore, you take accountability for the results of a task you are responsible for, even if you are not doing it directly yourself.

1. **Stand up for What’s Right** (Even if It Means Rocking the Boat)

There is a fine balance between keeping the peace and standing up for what is right. However, if the situation is negatively impacting the business or employees you should act with integrity and stand up for what you think is right.

This can help the company avoid a lawsuit if they are found to be acting discriminatory towards someone due to that person’s protected characteristic (race, color, national origin, religion, sex, disability, age, sexual orientation, pregnancy and genetic information).

Example: Your manager is making your pregnant colleague lift heavy boxes so you raise the issue with a more senior manager

or

Someone makes an insensitive joke about a gay colleague; rather than laughing along with everyone else, you explain to them why the joke is inappropriate before raising the complaint with their line manager or higher up the managerial chain.

**FINAL THOUGHTS**

People warm to those who demonstrate integrity because they know the person is trustworthy, honest and dependable.

Similarly, employers will be more comfortable with those who demonstrate integrity; they may give them more responsibility, promote them sooner, trust them to represent the company publicly, allow them to lead a team and share confidential information with them.

In a working environment, honesty opens up communication channels and makes for a more robust, productive organization.

Whilst integrity is a quality rather than a skill, it can still be developed. By reading through the traits of integrity and the examples we have included in this article you should be able to identify your own strengths and weaknesses and build on the areas that need improving.

**SELF-CHECK 4.1-1**

**MULTIPLE CHOICE:**

1. An act of behaving in an ethical, moral, honest and honorable way – even when you know no one is watching.

| 1. Professionalism | 1. Integrity | 1. Orderliness |
| --- | --- | --- |

1. Getting to work on time shows that you are respectful of the company and your duties

| 1. Lead by Example |
| --- |
| 1. Be accountable |
| 1. Show up on Time and Work Your Hours |

1. This means accepting responsibility for producing positive results.

| 1. Be accountable | 1. Integrity | 1. Professionalism |
| --- | --- | --- |

1. Regardless of your position and status in the company, you should set a good example to those around you.

| 1. Lead by Example |
| --- |
| 1. Be accountable |
| 1. Show up on Time and Work Your Hours |

1. Not everyone is perfect all of the time; it is better to demonstrate your ability to own up rather than passing the blame or trying to cover something up.

| 1. Show up on Time and Work Your Hours |
| --- |
| 1. Take responsibility for your action |
| 1. Stand up for What’s Right |